Army Internal Review Symposium 2004

Making a One-Person Office Productive

June 30 & July 1, 2004
0800 - 1130
Track 1D & 3D

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Session Agenda

- Introductions/Session Overview   8:00-8:15

- Challenges – Survey Results   8:15-8:45

- Reasons, Barriers, Areas for   8:45-9:15
  Improvement

- Exercise No. 1 – Best Practices   9:15-9:45
  One-Person Internal Review Office

- Break   9:45-10:05

Session Agenda (Continued)

- Best Practices – Survey Results   10:05-10:30
- Potential Improvement Areas   10:30-11:00
- Break   11:00-11:05
- Exercise No. 2 – Creative Thinking/   11:05-11:20
  Knowledge Sharing
- Reference Materials   11:20-11:25
- Summary/Wrap-up   11:25-11:30

# Session Objectives

- Identify One-Person Office Challenges

- Review/Discuss Barriers, Reasons, & Opportunities for Improvement

- Complete/Review **Exercise One** – Best Practices

- Review Best Practices provided by Internal Review Offices in the survey

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Session Objectives (Continued)

- Review/Discuss areas that provide opportunities for greater efficiency

- Complete/Review **Exercise Two** – Creative Thinking/Knowledge Sharing

- Review a list of reference materials

Introduction - Questions
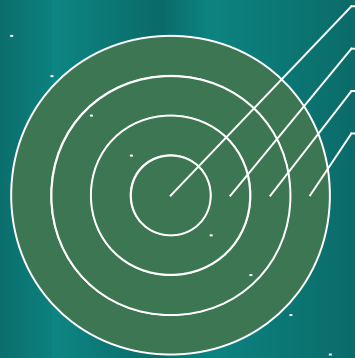
- What items do you want addressed in this session?

- What can you add to the list of best practices identified through the survey?

- How can best practices be shared on a continuing basis?

Proven Productivity Fact

- There is no task that is impossible for the person not responsible for doing the work.

Universal Definition of Success

$$\text{SUCCESS} = \underset{\text{Defined}}{\underline{\text{Activities}}} \text{ X } \underset{\text{Directed}}{\underline{\text{Action}}} \text{ X } \underset{\text{Time}}{\underline{\text{Allocated}}}$$

Anticipated Results (Standards)

Source: Productivity Power – 250 Great Ideas for Being More Productive
SkillPath Publications, Inc. – by Jim Temme

Changes in Organizations

- Hard Controls

- Soft Controls

- Customer Expectations

- Productivity (doing more with less)

- Accountability for the Work Performed

- Immediate Impact

- Media

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Hard Controls -Traditional

- Laws

- Regulations

- Policies & Procedures

- Organizational Structure

- Bureaucracy

- Restrictions

Soft Controls - Future

- Strong Leadership
- Clear Accountability
- Competence
- Trust & Openness
- Ethical Environment
- Shared Values
- Mission & Vision

Changes In Organizations That Affect Controls

PAST
- Formal
- Centralized
- Bureaucratic

PRESENT
- Informal
- Decentralized
- Empowered

Challenges – Per Survey

- Resources limited - impacts ability to meet the work demand

- Response time expectations difficult based on Command wants/needs

- Liaison responsibilities – take significant time and are perceived to add less value than other activities

Challenges – Per Survey (Continued)

- Workload – completing required/requested activities and tasks

- Professional Standards/IR Procedures – both take a significant amount of time and require resources that may not be perceived as great in value as other activities

- Reports – large number to use in day-to-day work

Challenges – Per Survey (Continued)

- Relationship with Command – developing & maintaining

- Management control program – spending time to assist management with other responsibilities

- Priority issues – focusing on the most important items with the heavy workload

Exercise No. 1
Best Practices One-Person Office

- Form into small groups (4 to 8 people) and identify best practices from your experiences that you want to share with the group

- Select a scribe to list the best practices

- Compare your best practices with slides 17-21 provided during the survey

- Report the results of your work to the group for discussion

Best Practices – Per Survey

- Use databases & automated tools to perform data analysis

- Go paperless whenever possible (e.g. email entrance conferences, scan working papers, send draft reports electronically, etc.)

Best Practices – Per Survey
(Continued)

- Perform only quick response reviews (limit the scope and get reports, memos, briefings, etc. out quickly)

- Plan, plan, plan and stick to your audit plans, objectives, and schedules (limit scope – focus on the highest priority items)

- Network with IR colleagues whenever possible

Best Practices – Per Survey
(Continued)

- Use the planning process to identify information needs and focus on primary audit/customer needs

- Stay informed and proactively work to meet Command's needs

- Work with information technology personnel (programmer) to get access to information necessary to perform audit activities

Best Practices – Per Survey
(Continued)

- Use subject manner experts (SMEs) to assist where specialized skills that are not available in your office are needed

- Develop and use a time code/project number (as direct hours) for help to the Command in solving problems

- Use reserve staff for short duration work such as follow-ups

Best Practices – Per Survey
(Continued)

- Use electronic working papers, templates and refer to the internet for professional standards, policies, laws, regulations, research, etc.

- Communicate with all affected parties by email – this keeps people informed, serves as documentation for future reference, and promotes efficiency

Reasons to Improve Productivity

- Assist the organization to better meet goals & objectives – resulting in improved organizational efficiency/effectiveness

- Increased capacity to protect the public interest

Reasons (Continued)

- Increase audit coverage

- Provide leadership through establishing stretch goals and improving productivity

- Use additional resources to provide other non-audit services (e.g. awareness activities, risk identification/assessment, etc.)

Reasons (Continued)

- Assist in the improvement/maintenance of organizational performance

- Increase staff morale

- Strengthen customer relationships

- Save $$$$$

Barriers to Improvement

- Change is difficult

- Attitudes of staff/team

- Organizational culture may not support the process

- Rewards may be limited

- Standards, procedures, etc. may not promote efficiency

Barriers (Continued)

- Training must be continuous

- Compensation increases/incentives not available

- Senior leaders/management may not be supportive

- Tools may not be available to promote efficiency (e.g. ACL, SAS, Access, etc.)

Characteristics of a Productive Reviewer/Auditor

- Positive attitude

- Well trained (e.g. possesses appropriate knowledge, skills & abilities)

- Defined expectations (e.g. vision, mission, charter, performance standards/ measures)

- Commitment (to organization, team, personal success, profession)

Improvement Ideas
Focus

- Perform risk-based auditing

- Develop relationships with key personnel at all levels and receive input annually during your risk assessment & on an on-going basis

Improvement Ideas
(Continued)
<u>Focus</u>

- Develop an annual work plan with input from the Command – update the plan at least semi-annually

- Identify your primary and secondary customers

- Define success and develop performance measures that address deliverables that are quantifiable

Improvement Ideas
(Continued)
Focus

- Provide clear short monthly status reports to your primary customers and request feedback on progress/how well expectations are being met

- Meet at least bi-monthly with the Commander to keep them informed, discuss significant issues, receive feedback, stay informed of the changing environment, etc.

Improvement Ideas
Time Management

- Make a list of To Do's each week & update daily (identify by priority – high, medium, low)

- Establish electronic files for important emails – file the messages at the time of receipt

Improvement Ideas
(Continued)
<u>Time Management</u>

- Organize your work area & clear clutter – if you cannot find key info in a minute or less you have a problem

- Keep track of your time and ensure that most of your work time is spent on the most valuable aspects of your job

- Make email improve your productivity, by using it when most appropriate, reading, and responding in a manner that meets customer expectations

Improvement Ideas
(Continued)
<u>Time Management</u>

- Establish clear expectations/agreement for assignments – to prioritize and manage customer expectations – don't be afraid to decline assignments if your schedule is full or negotiate new due dates

- Set aside uninterrupted time for completing key assignments and improving productivity

Improvement Ideas
(Continued)
Time Management

- Establish work files – examples follow:
  - Key info used daily
  - Reading file
  - Tickler file for items requiring action
  - Projects
  - Reporting or recurring tasks/procedures
  - Follow-up items/discussion items

Improvement Ideas
Technology/Automation

- Get & use electronic analysis tools (e.g. ACL, SAS, Access, Excel, etc.)

- Keep your calendar updated to facilitate scheduling meetings and communicate with primary partners/ customers

Improvement Ideas
(Continued)
Technology/Automation

- Consider meeting with IT personnel to explore how you can better work together to meet both of your needs/fulfill job responsibilities

- Request your IT contact/consultant to review how well you are using available IT resources in discharging assigned responsibilities – request recommendations/suggestions for improvement
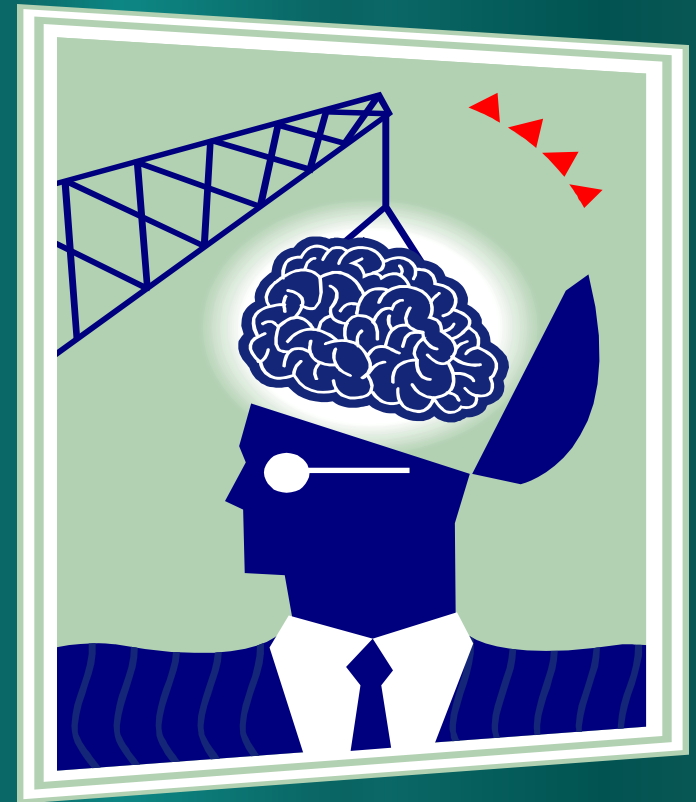
Improvement Ideas
(Continued)
Technology/Automation

- Consider using the following, if not already in use:
  - Templates – reports, letters, etc.
  - Electronic forms
  - Shared files
  - Web site (intranet – charter, reports, risk assessment information, other awareness info)
  - Electronic working papers
  - Glossary of findings

Improvement Ideas
Training

- Receive training on basic reviewer competencies (e.g. technical auditing – financial/ performance auditing, use of computers/software, soft skills – communication, negotiation, sales, presentations, interpersonal skills, building relationships, etc.)

Improvement Ideas
(Continued)
Training

- Work on audits with other auditors that have more experience/different skills (trade services from one command to another to assist in developing both offices)

- Receive training on use of automated tools

- Develop and present training to other IR personnel (use IR staff as trainers – if ability and unique skills are evident)

Improvement Ideas
(Continued)
Training

- Consider requesting/receiving feedback about your performance from peers and others that don't normally provide feedback

- Take self-study courses in areas of need

- Attend professional organization meetings and volunteer for commitment work

Improvement Ideas

(Continued)
<u>Training</u>

- Make a presentation on what you do to a community organization – this will further your knowledge as you research the topic and answer questions from attendees

- Research a particular area of interest or an area that is causing challenges in your job (use the internet, library, contact other IR personnel, etc.)

Improvement Ideas
(Continued)
Training

- Read books/magazines to further your professional development

- Participate in another IR office peer review, if possible

Improvement Ideas
Communication

- Develop reports with short, clear, executive summaries – usually no longer than 3 paragraphs

- Send emails thanking people that provide info as requested, complete an assignment as expected, and/or help you on projects/ assignments

Improvement Ideas
(Continued)
Communication

- Use bullets to make communication easier to read

- Ensure that your written communication does not have sentences of greater than 30 words (15 to 20 best – easier to read)

- Use headings to draw the reader toward your communications

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Improvement Ideas
(Continued)
__Communication__

- Use action oriented sentences to more quickly focus the reader on what you see as important

- Use spell check always – your credibility is impacted in a negative way by misspelled words

- Use words that are understood by most people (e.g. if three people would write down a different meaning for the word -use something simpler)

Exercise No. 2

Creative Thinking/Knowledge Sharing

- Form into small groups (4 to 8 people) and identify and make a list of how best practices can be shared throughout the IR community on a continuing basis

- Select a scribe to list the ways information can be shared/maintained and available for all

- Report the results of your work to the group for discussion/prioritization

Working Paper Efficiencies - Tips

- Refer to the audit objective/scope on a continuous basis

- Use the identified primary risk list from your planning information/ memorandum to prioritize work

- Time box audit steps

- Meet with audit staff/team to confirm that the audit focus/progress is being achieved

WP – Tips (Continued)

- Complete the audit steps for test work in the highest risk areas first

- Update/fill out the audit program/plan as you go

- Identify potential findings/issues as you go and make a list & reference

- Communicate/update audit management to confirm expectations are being met

WP – Tips *(Continued)*

- Identify follow-up items as you go and make a list - clear or move to the potential issues list

- Number audit working papers as you go

- Complete/approve the audit program/plan as soon after the preliminary planning phase is completed

- Start writing the report the day fieldwork starts

WP – Tips (Continued)

- Perform an interim working paper review - after approximately 50% of the fieldwork is completed

- Communicate with management (of the area being audited) on an on going basis - consider meeting to provide a progress update after the interim working paper review
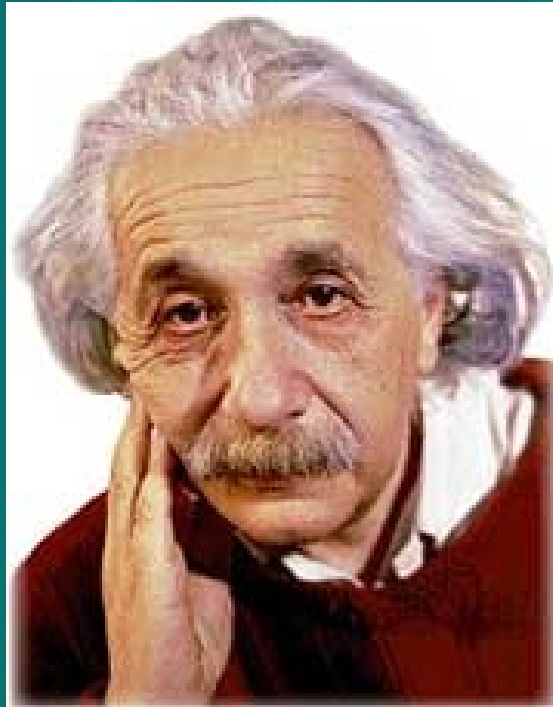
WP – Tips (Continued)

- Review team member working papers as the audit progresses to ensure the quality & audit focus is addressed as expected

- Reference working papers as you go

- Develop and maintain an audit report outline throughout the audit

WP – Tips (Continued)

- Compare budget to actual hours - compare progress to milestones/tasks completed to confirm appropriate progress is occurring

- Ask questions - don't wonder if audit resources are being used in the area that adds the most value

- Confirm **all** audit steps add value

Reference Materials

Resources to help in increasing productivity

Reference Materials (Continued)

Productivity

- Productivity Power – 250 Great Ideas for Being More Productive – by Jim Temme

- Personal Productivity – Tips and Tools for Daily Success – by Development Dimensions International, Inc.

- The Personal Efficiency Program – Third Edition – How to Get Organized to Do More Work in Less Time – by Kerry Glesson

Reference Materials (Continued)

- Management for Productivity – Third Edition – by John R. Schermerhorn, Jr.

- The Seven Habits of Highly Effective People – Powerful Lessons in Personal Change – by Stephen R. Covey

- 21 Personal Success Strategies for An Ever-Changing Business World – by Karl Schoemer

Reference Materials (Continued)

<u>Risk Management/Assessment</u>

- www.riskmanagement.com.au – Risk Management Standard – AS/NZS 4360:1999 Risk Management

- www.coso.org – The Committee of Sponsoring Organizations of the Treadway Commission – Publications

- Assessing Risk – Second Edition – by David McNamee, CIA, CISA, CFE, FIIA(M)

Reference Materials (Continued)

- www.gao.gov – General Accounting Office - Standards for Internal Control in the Federal Government – GAO – November 1999 – GAO/AIMD-00-21.3.1

- The Professional Practices Framework – The Institute of Internal Auditors – January 2004

- Enterprise Risk Management – From Incentives to Controls – by James Lam

Reference Materials (Continued)

<u>Communication</u>

- 10 Minute Guide to Business Communications – by Raymond M. Olderman

- How to Be a More Effective Communicator – Finding Your Role and Boosting Your Confidence in Group Situations – by Deborah Shouse

- Communication Miracles at Work – Effective Tools and Tips for Getting the Most From Your Work Relationship – by Matthew Gilbert

Reference Materials (Continued)

Performance Measures/Goals Setting/Priorities

- Measuring Performance – Using New Metrics to Deploy Strategy and Improve Performance – by Dr. Bob Frost

- Ready Set Goal! – Choose Your Goals, Stay Motivated, Attract Success – by Wendy Buckingham

- Goal Setting – by Susan B. Wilson

Reference Materials (Continued)

- Performance Measurement – Getting Results – by Harry Hatry

- Performance Auditing: A Measurement Approach – by Ronell B. Raaum, CGAP, CGFM, & Stephen L. Morgan, CIA, CFE, CGAP, CGFM

References Materials (Continued)

<u>Sales</u>

- The 25 Sales Habits of Highly Successful Salespeople – by Stephan Schiffman

- Sales Basic Training – A Primer for Those New to Selling – Third Edition – by Elwood N. Chapman

- DK Essential Managers – Selling Successfully – by Robert Heller

Reference Materials (Continued)

<u>Creative Thinking</u>

- Unleashing Business Creativity...to empower your clients – by Bill Peter

- The Creative Gap – Managing Ideas for Profit – by Simon Majaro

- Six Thinking Hats – by Edward De Bono

Reference Materials

Other

- Getting Things Done – The Art of Stress-Free Productivity – by Davis Allen

- Sticking to It – The Art of Adherence – by Lee J. Colan

- Forget for Success – Walking Away from Outdated, Counterproductive Beliefs and People Practices – by Eric Harvey and Steve Ventura

Reference Materials (Continued)

- Don't Sweat The Small Stuff at Work – Simple Ways to Minimize Stress and Conflict While Bringing Out the Best in Yourself and Others – by Richard Carlson, PH.D.

- Reducing Stress – DK Essential Managers – by Tim Hindle

- The Seven Cs of Consulting – Second Edition – The Definitive Guide to the Consulting Process – by Mick Cope

References Materials (Continued)

- DK Successful Manager's Handbook – by Various Authors – Example Book/ Section Topics
  - Getting Organized
  - Influencing People
  - Maximizing Performance
  - Putting Customers First
  - Balancing Life and Work

References Materials (Continued)

- Hiring and Keeping the Best People – by Harvard Business Essentials

- Managing Change and Transition – by Harvard Business Essentials

- Fast Cycle Time – How to Align Purpose, Strategy, and Structure for Speed – by Christopher Meyer

- Risk Taking – Learning to Manage Risk More Effectively – by Herbert S. Kindler, Ph.D.

Reference Materials (Continued)

- Continuous Auditing: Potential for Internal Auditors – by J. Donald Warren, Jr., CPA, Xenia Ley Parker, CISA, CFSA

- The Myth of the Paperless Office – by Abigail J. Sellen & Richard H.R. Harper

- More Balls Than Hands – Juggling Your Way to Success By Learning to Love Your Mistakes – by Michael J. Gelb

Reference Materials (Continued)

- Report Writing for Internal Auditors – by Angela J. Maniak

- Taking Charge – A Personal Guide to Managing Projects and Priorities – by Michael E. Feder

- Effective Interpersonal Relationships – by Robert W. Lucas

- Elements of Management-Oriented Auditing – by Lawrence B. Sawyer, JD, CIA, PA

Closing Comments & Questions
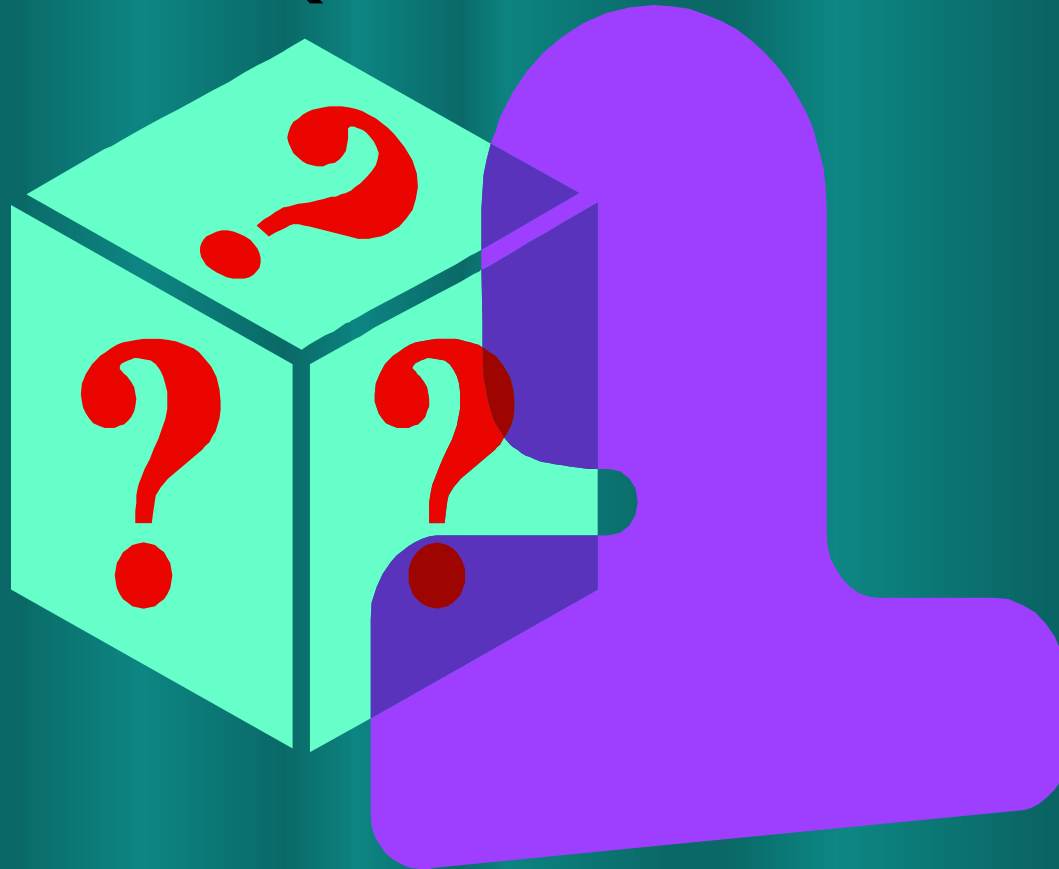
In Closing
Ralph Waldo Emerson's Definition of Success

- To laugh often and much; To win the respect of intelligent people and the affection of children; To earn the appreciation of honest critics and endure the betrayal of false friends; To appreciate beauty, To find the best in others; To leave the world a bit better, whether by a healthy child, a garden patch or a redeemed social condition; To know that even one life has breathed easier because you have lived.

This is to have succeeded.